



RSB Group is a company inter-woven in fabrics rich in both personal and professional culture, values and ethics. It believes in wealth creation through its precious human resource. Rightly so from its inception dating back to 1975, human resource has always constituted its prime ingredient and edifice. This human resource has aided the group in scaling peaks of success through innovation, dynamism, responsiveness and ethical conduct. Our precious people are 4000+ spread across in seven locations in India and three overseas locations in the USA, Mexico and Belgium.

#### **HUMAN RESOURCE PHILOSOPHY & APPROACH**

Our HR approach is not only all impersonal rules and regulations that

stifles, but consists of systems and procedures that have a humane connect and provides ample space for the growth; it gives opportunity to our people to take ownership of their areas of work and responsibility. The path to individual growth is open, unending and unhindered with focus on building and imbibing "Quality and Customer Service" in all respects in their areas of operations; and opportunities for perpetual "Learning and Training" to remain contemporary and compatible with needs of the emerging times. These traits have not only helped our company to emerge as a global player, but also have embedded the never-ending quest for excellence as the DNA of the organization. We have an open door policy with walk-in access to members irrespective of rank and file to air grievances and to offer ideas and

suggestions. The grievances and ideas are respectfully and seriously evaluated and implemented according to the merit. We are proud to say that many of our organizational and business improvements have their origin in these grievances and suggestions. While all said and done, we do not measure our success only by our top and bottom lines, but also by how much we have strengthened our core values and humanistic approach.

We respect all rank and files – everyone and every class. We are an equal opportunity employer. Everyone irrespective the level, religion, culture, age or sex, are heard, respected and nurtured. We look upon them as our prized possession that constantly change and grow. They, without any fear of reprisal, can question old ways,

challenge old ideas for betterment and move beyond their ambit. No barriers hinder to develop their skills as we want to tap untapped potential and resources. Everyone is made to learn and unlearn through chain of unending training so that they excel and grow higher and higher. We treasure effective inter-personal relationship, team work and supportive leadership. We give authority and responsibility, which always go hand-in-hand, and we allow people to take calculated risk.

We expect that each individual is trusted and be governed by self - discipline rather than constant vigil and monitoring through external control. Self regulation and discipline assume paramount significance in the Group. We believe in ideas and suggestions preceding policy formulation on any issue.

We ensure that our counseling extends beyond the ambits of the organization to the family members of our people as well. Through annual get-togethers, we connect with the family members and also understand their well being and get valuable feedback. The Chairman regularly interacts with people across all the locations to feel the pulse of people and the family members of people working with the group. Chairman's interaction with the people is institutionalized in the HR process through an activity titled "Heart to Heart to with Chairman" which keeps a tab on pulse of the people for gap, if any, and consequent corrective course. This activity has targets and regular review of its impact. Needless to say that many improvement and new ideas owe their origin to this activity. This is an effective institutional tool for the top management to keep in constant connect with the rank and file. This keeps the channels of communication open and scope for surprises are

## RSB RECEIVES HR EXCELLENCE AWARD

RSB Transmissions (I) Ltd received HR Excellence Award for 2013 from Manufacturing Today, in a glittering function attended industry luminaries at Hyatt Regency, Pune, where the curtain was raised for award function with announcement of RSB as the first winner for the day to receive the HR Excellence Award.



The award was received by Ms Nirmala Behera Udgata, Head – Group HR, on behalf of RSB.

Speaking on the occasion, Nirmala said: "This award is richly deserved by every RSBian across the group and my HR colleagues, in particular, who have done us proud. We are happy members of one RSB family and our every HR action is directed to see enduring smiles on every colleague and their family members"

Awards are given every year by Manufacturing Today to appreciate the challenging times and move of Indian industry professionals in areas of Operations, HR, Technology, Innovation, etc. and admire, commend, recognize and honor with cheers their endeavors and accomplishments.

While selecting RSB for award in HR Excellence, a panel of eminent jurists, drawn from the industry, consisting of leading industrialists and top notch professionals, had thread-bare, independent and unbiased scanning of nomination papers based on all-round achievements in allied disciplines of HR, arrived at unanimous consensus to select RSB for this coveted award and commended RSB for HR approach and initiative with a unique difference for the year 2013.

eliminated.

### REWARDS & ACCOLDAES

### DIFFERENCES & IMPROVEMENTS

We respect every one's feeling, coming out of differences and close the gap by logical improvement in relationship. While Group encourage "Speak Up", we expect the issues involve are brought up with a sense of responsibility and maturity. We understand all cannot be always right and what we impress on everyone is "What is Right?".

We always reward matching to the performance and ensure gap, if any, is bridged through guidance and improvement to bring a sense of job satisfaction and create an environment of total commitment and motivation. We encourage people to be caring to one another and to be open about expressing positive appreciation. We are supportive to the new ideas and acknowledge improvements in performance that richly deserve adequate monetary "claps".

We provide people with realistic data base for assessing the performance, appraisal and counseling process every year and supportively take people through "SWOT" path so that their strengths are built up and weaknesses corrected through training and development. Attributes, though are very important, will be moderated to a low key and emphasis will be more on accomplishment of the targets. Major component in appraisal is "self-appraisal" and logical discussions on the same in prospect and retrospect of success and gaps.

We have every month "Man of the Month" and "Man of the Year" awards across all the locations where recognition is done by top management in special award ceremonies with luminous external dignitaries invited to grace the occasion.

Since our HR approach has been through the "heart" of our people, we have had not a single day of any conceivable unrest in the annals of history spanning three and half decades.

### RSB's HR initiative with a Difference

In the pursuit of HR excellence, Group has embarked on three-tire approach, viz.

1. "TQM in HR" done through seven key measures, viz. Productivity, Quality, Cost, Delivery, Safety, Morale & Environment based on responsibility and hierarchy established for each and every level of employees keeping in mind Group's Vision & Mission. The performance in these measures is reviewed by the Management at planned intervals. Wherever there is gap, same is analyzed and appropriate actions are initiated to improve the process rather than focusing only on

results. This has brought about empowerment, boost in morale, sense of oneness and belongingness, significance of every one's contribution and laurels through awards and rewards.

2. Change Management, which is order of the day, is implemented in RSB using the services of world-renowned Management Guru, Dr Ichak Adizes. This programme covers methodology in a structured way to bring about clarity in organizational structure, roles and responsibility for each and every function and process, as also succession planning in order that focus is given to human values, their core capabilities and overall performance improvement to bring business excellence. Here HR plays a significant role.

3. The expected change can happen only when the mind set of people are clear and are aligned



towards the common goal of the organization. To bring the same, RSB took initiatives like leadership programme where all are considered as leaders from the top management to the shop floor managers. Here all are considered equally and opportunities are given to exchange their views and opinion to bring about change in business management and mindset. This unique training was conducted by leaders in this area who gave immense values to human behavior to bring about required changes in the organization. The key aspects of this programme are to listening to each other and understand each other's key issues and exchange experience and views. This programme was initiated by HR for effectively using the human resources.

4. HR and CSR are two sides of the same coin in HR initiative with former playing a lead role in community service, which to mention a few, include sponsoring education of girl child, aiding school, eye care of poor through camps, blood donation drive, distributing winter wears, running a free dispensary to needy, etc.

**ABOUT RSB GROUP**

**RSB SUCCESS STORY – WHERE DREAMS ARE RESPONSIBILITIES**

In 1975, two bubbling young entrepreneurs from Jamshedpur from humble middle class background plunged into the hurly burly world of business with a passion and dedication to do something different, to traverse a different path. They knew not the contours of the path, but were confident that the ultimate destination would be success. For them, "Dreams were Responsibilities".

The brother entrepreneurs are

## Ms. Nirmala Behera Udgata Head – Group HR, RSB Group of Companies

Ms. Nirmala Behera Udgata, Head - Group HR, is a graduate with Honors in Zoology and MBA in HR and Marketing. Her entire career has been with RSB Group and she has been with this Group for over 13 years. Nirmala joined RSB Transmissions (I) Ltd as a Management Trainee and took training on the entire Business Process of the organization, Quality System of RSB Transmissions and also qualified as a Certified Lead Assessor of ISO 9000. Post training, her career commenced in Quality System of RSB Transmissions. During her tenure in Quality System, Nirmala was also instrumental in RSB Transmission getting "Star Supplier" rating by Mahindra & Mahindra for their Deming audit amongst many achievements.

Prior to her leadership role in HR, Nirmala headed the entire operations of iVitesse Technologies, the IT division of the RSB Group as the Director. She was an active member in the implementation of CMM Level 4 system in iVitesse Technologies and was also certified as an Assessment Team Member for CMM Level 4 implementation. In 2004 Nirmala spearheaded the implementation of

"JD Edwards Enterprise One" ERP system across all locations and companies of RSB Group. She was also instrumental in implementing comprehensive MIS in all the group companies of RSB.

In the domain of HR she has successfully implemented a number of process initiatives such as Performance Management, Organizational Development, Talent Management and JD HR System amongst several key HR policies and systems.

Her passion is in implementation of strategic HR initiatives to enable effectiveness of Business functions and aiding the Group to make a quantum leap in performance. Her dream is to make RSB a Great Organization To Work With".

In addition, Nirmala is involved in many CSR initiatives of the RSB Group.



Rabindra Kumar Behera and Suendra Kumar Behera (fondly known as RK and SK respectively). RK had just chucked the security of a job with Bokaro Steel after graduating as a mechanical

engineer from NIT, Jamshedpur and SK was pursuing his commerce education.

They ventured with little finance – mere 15,000 rupees - borrowed from

their father, but with lots of family support and moral and human values imbibed from parents. Growing up in Jamshedpur in the midst of successful Tata industries and value system, the brothers were deeply influenced and inspired by the entrepreneurship of Tata and their ethical values to people, society and the environment. This upbringing echoes in all that they have accomplished so far and all that they dream to create.

The brothers founded the "International Auto Products", a sole proprietorship company and the operations commenced in 1975. RK Behera, the founder and current CMD of RSB Transmissions (I) Ltd, along with his brother SK (Vice Chairman & Managing Director), led and guided International Auto Products through its growth. After several transformations it became a public limited company, International Auto Limited in 1994, which eventually merged with RSB Transmissions (I) Limited in 2009 ([www.rsbglobal.com](http://www.rsbglobal.com)).

The acorn has grown to a mighty oak now. Travelling through many trials and tribulations, when lesser mortals would have abandoned the tortuous path, RK and SK never wavered from their dreams. The Group which started with mere Rs 15,000 has today in a span of three and half decades grown into a global engineering institution, with turnover in excess of INR 1200 crore, in automotive components & systems and construction equipment aggregates operating in several countries. Presently, it has 13 manufacturing plants spread over 7 locations in India, namely Jamshedpur (Jharkhand), Pune (Maharashtra), Dharwad (Karnataka), Chennai (Tamil Nadu), Pantnagar (Uttarakhand), Cuttack (Orissa) and



Lucknow (Uttar Pradesh); and one each in Homer (USA), Tessenderlo (Belgium) and Silao (Mexico). Now not only the brothers' stand vindicated and delighted, the society at large also stands benefitted.

RSB operates in two verticals, namely Automotive and CMI (Construction, Mining & Infrastructure) Equipments & Aggregates. In the Automotive vertical, RSB is a

leading global manufacturer of Propeller Shaft Systems & Components, an array of Axles including Front Axle, Trailer Axle, Tractor Axle, Dummy Axle & Axle Beam, Fully Finished Gears, Shafts, Hubs & Sleeves and Transmission Components like Differential Cases, Yokes and Carriers for medium and heavy commercial vehicles, passenger cars, tractors and light commercial vehicles. In the CMI segment, it is a leading manufacturer of heavy fabrications and aggregates like Frames, Arms, Booms and Buckets for excavators, back hoe loaders and front end loaders.

RSB's Indian and overseas customers are leading Indian and global OEMs like Tata Motors, Tata Hitachi, Ashok Leyland, Mahindra & Mahindra, John Deere, Fiat, Ford, Allison Transmissions, American Axle, Eaton, Magna, GKN,

Daimler, Renault Nissan, Kamaz, Caterpillar, Terex, JCB, Kobelco, Leyland, Komatsu and GE among others.

RSB has several ambitious plans on the drawing board to grow its current Automotive and CMI business both in India and overseas through both organic and inorganic route. The plans are in different stages of implementation and will unfold in the next few years.

In 2006, RSB made its first foray into overseas and acquired Miller Brothers in Michigan, USA. It further expanded its global footprint by making another acquisition in Belgium in 2010 and setting up a greenfield project in Mexico in 2011.

Physical accomplishments of RSB aside, it is the unwavering inner motives and values that propel and sustain the Behera Brothers to dream bigger and bigger and this is what makes the RSB institution different from the majority. Their passion for excellence and ethics find expression in the vision statement that RSB group has adopted – "To become one of the most admired organizations with a significant global presence". They dream to build an enduring and timeless institution. The company advocates the management philosophy of benevolent creative leadership ingrained in a universal mother. They believe "Mother symbolizes the unique combination of egoless sensitivity, openness, encouragement, forgiveness and discipline".

Mr. RK Behera's one statement aptly summarizes their values and life which echoes in every corner of the company: "Ethic is our foundation, passion is our energy, humanism is our path, excellence is our goal and immortality is our destination."